

WARRIOR LEADER

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Operation Warrior Forge

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INSIDE:

Followership

Close-Quarters Combat

Making the Grade

Jennie Taylor kisses her newly commissioned husband, 2nd Lt. Brent Taylor, 1st Regiment, after pinning his new gold bars onto his uniform. Fellow cadet Michelle Malinowski, from Michigan State University holds the Taylors' 10-month-old daughter, Megan.

Photo: Al Zdarsky



Army's diversity fosters unity

By Col. Steven Corbett

Warrior Forge Commander

One of the greatest aspects of Warrior Forge is the tremendous diversity of our cadets. Not only do they come from every corner of America, they come from every corner of the world, as do our Soldiers in America's Army.



Corbett

Every year at Warrior Forge, I learn the unique stories of our cadets. This year we have had a cadet from the Sudan, who enlisted after 9/11 to serve his new country. We have cadets from Kuwait, Vietnam, Cambodia, Bosnia – all places where American "Boots on the Ground" have served. These cadets and their families have sought out America as a refuge, as a home, and as a homeland. We are truly a Nation of Immigrants, our land has been built by hands of many colors, and the Oath of citizenship has been spoken in countless accents.

In every regiment at Warrior Forge, about one in every five cadets was born outside the United States, or they have a parent who is foreign-born. This is a stunning statistic. These young men and women are pursuing a dream of both serving their new nation, and of leading the Sons and Daughters of America.

My mother was 15 years old when she emigrated to the United States. In her homeland, the military was an internal instrument of the government, responsible for internal police functions. She has frequently told me the story of that Army manning checkpoints and emplacing machine guns around polling places to "convince" voters to vote for the existing government. People voted by walking through one of two doors: the door marked "For the Government" resulted in rewards of cash or food baskets. Those who entered the door marked "For the Opposition" were oftentimes loaded into trucks and taken to prison – simply for voting against the government.

America has her faults, and our struggle for true democracy will never completely end as we evolve as a nation. But, I know what our "immigrant cadets" know: we are trying hard to truly be a beacon for the world, and people all across the world are drawn to this beacon as moths to a flame.

E Pluribus Unum... "Out of Many, One"

Letters from young people, From America Supports You,
<http://www.americasupportsyouth.com>

"Dear troops: Thank you so much for protecting us. It is hard to leave your life and family behind to fight for Americans. I appreciate it very much. You all deserve more than this email and I am sorry that I can't give it to you."

Leah Mahwah, N.J.

"Dear troops: Thank you so much for helping our country be a better place. I look up to all of you and now that I see all of you helping us out I want to help you out. I just wanted to let you know that I'm thankful for everything you all are doing."

Nicole Shelby, Mich.

Able leaders emerge from the ranks of able followers

By Sgt. Major Steven Lamb

Warrior Forge Deputy Command Sgt. Major

It quickly becomes evident to cadets attending the Leader Development and Assessment Course that there is more going on at LDAC than just leadership assessment. There is also a great deal of *followership* development and assessment going on.

Army organizations at all levels are successful or not based on how well their leaders lead, but also on the basis of how well their followers follow. We recognize that followership is important, but what exactly is it? What are the characteristics of good followers?

Successful followers inherently understand that individual contributions are valuable and a critical component in the effectiveness of any unit. Successful followers practice "active followership" by taking an active role in their organization. They commit to their unit's mission and their unit's success. Successful followers are motivated and focused.

An article written by Sgt. 1st Class Michael Woodward for the Army magazine *Infantry* in 1975 listed guidelines for followers. He uses the Army's leadership principles as a point of reference and adjusted its contents to apply to the role of the active follower. The list reflects how close followership is to leadership.

His followership principles are as useful and applicable today as they were over 30 years ago when they were first published.

Know yourself and seek self-improvement.

Be technically and tactically proficient.

Comply with orders and initiate appropriate actions in the absence of orders.

Develop a sense of responsibility, and take responsibility for your actions.

Make sound and timely decisions and recommendations.

Set the example for others.

Be familiar with your leader, their job, and anticipate their requirements.

Keep your leaders informed.

Understand the task and ethically accomplish it.

Be a team member – but not a "yes man."

These 10 characteristics represent only some of the areas you can focus on to improve your followership. As you develop your leadership skills, it is important to remember that virtually no one leads all of the time. Leaders frequently function as followers and one of the first steps in becoming a better leader is mastering the concepts of followership.

No one can force you to be a better follower. You must take initiative and work at it. Your true worth as a follower is measured by what you do as a follower when you're tired, when no one is present, and when no one would be the wiser – do you lay on your bunk or under your poncho and rest? Or do you offer to help your leader write an annex to their Operation Order?



Col. Steven R. Corbett

Command Sgt. Maj. Victor Mercado

Command Team

Western Region, U.S. Army Cadet Command

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Senior NCO offers advice to Army's future leaders

By Command Sergeant Major Victor Mercado
Western Region Command Sgt. Major

The United States Army is an incredible organization—its capabilities almost beyond the grasp of any except its defeated enemies. People of intense motivation are the driving force behind the Army's immense potential. Unfortunately, motivated new lieutenants often find themselves seeking direction independently in spite of the Army's outstanding counseling system. To these young officers, I offer the following advice:

Build Working Relationships

Ask your platoon sergeant where he's been and what he's done. Get to know him better than anyone else. He is your right hand man, advisor and second-in-charge. Take care of him and he will take care of you. Let him know who you are and what you expect up front. Get to know your First Sergeant. He is the senior enlisted noncommissioned officer in the company and works directly for the Company Commander. The First Sergeant has the uncanny ability to get anything and everything you could possibly need. Don't abuse him. Meet and know the other officers in the battalion.

Lead by example

Avoid a double standard. Show you are willing to do what you require of your NCOs/Soldiers. When you don't, they will never forget it. They will forget the good things you do, but will never forget it if you screw them. Be to work early enough so your platoon sergeant does not come to your office to drop off a morning report only to find you haven't come in yet. It is a lot easier to start strict and lighten up than to start easy and become strict.

Establish standards

And enforce them—uniforms, haircuts, courtesies, fitness. Soldiers will test you to see what your approach will be. Be human and be yourself. If you have a problem with a Soldier, confront him or her with it. If you think something is not right, it probably is. Your Soldiers have a lot of knowledge. Use it and don't be afraid to ask. When you make a mistake, admit it. Everybody is wrong sometimes. You will lose a lot of respect if you refuse to admit you are wrong or made a mistake. Don't forget— you are the boss.

Build character and personality

Develop a personality or character to your platoon. The best shape, the best in the field, never quit, gung-ho, the smartest, whatever you want. If you are a strong leader, they will take on your personality. Guide them the way you want. Treat your soldiers like men and women. Do not

baby them. Give them freedom whenever possible. Trust them to make good decisions. It is up to you to make sure that they have the background to make those decisions. Analyze rules—use your judgment. Avoid servitude. The days of great separation between officer and enlisted are over. Get down and dirty with them—pick up brass, dig fighting holes, carry the radio every now and then.

Be a great planner/trainer

Be prepared for your training evaluations. Tell your platoon what they will be doing. Have your NCOs prepare to give classes the week prior. Have a plan, write an Operation Order and disseminate it. The five "P's" is a good guide: Prior Planning Prevents Poor Performance. Do a recon, ensure resource requests are turned in within the proper lead window and check on their status. Make training realistic and don't settle for training just to standard. Pick it up a notch. Give your squad leaders enough time to issue their own order. Never miss an opportunity to cross-train with other units, i.e. artillery, engineers, etc. The contacts and relationships you make will be invaluable. Ask yourself what they can do for you and what you can do for them—then sell it and don't burn any bridges.

Train smart

Learn it right the first time and you will do it right your whole life. Learn it wrong and you will spend your life trying to correct it. This especially applies to your first few field operations. Train your platoon to be aggressive and settle for nothing less. Establish SOPs that you are proud of and make them automatic for the platoon. Include your subordinate leaders in this process. They will be more likely to enforce a SOP that they had a part in developing. It also helps build the "team" concept. Be demanding, be tough.

Pre-combat inspections

Make them non-negotiable. These inspections are your insurance against Murphy's Law. Hold meetings at the platoon level to verify coordination and conduct back briefs. At least 24 hours before beginning a mission, check your leaders and spot-check individual Soldiers. Never wait until show-time to do your first inspections. Hold your leaders accountable for their actions.

I have much more advice, but I'm limited on newspaper space. I considered the above to be the most important advice to make any new lieutenant successful. Soldiers respect a leader that cares for them for the right reason—and not just to look good. Take care of their personal needs and their families and you will be their hero for life. I guarantee it.



Mercado

2nd Louie

By Bob Rosenburgh





Photo: Maj. Jim Drago

Graduation and 20

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“If we’re going to maintain
maintain the caliber of the
need outstanding leaders
with our cadets.”

*The Hon
visiting War*



Photo: Maj. Jim Drago



Commissioning 06

...n the greatest Army in the world and
...e Army we have today, we're going to
... . And leadership development starts

*Honorable Dr. Francis Harvey,
Warrior Forge at Fort Lewis, Wash.
July 5, 2006*

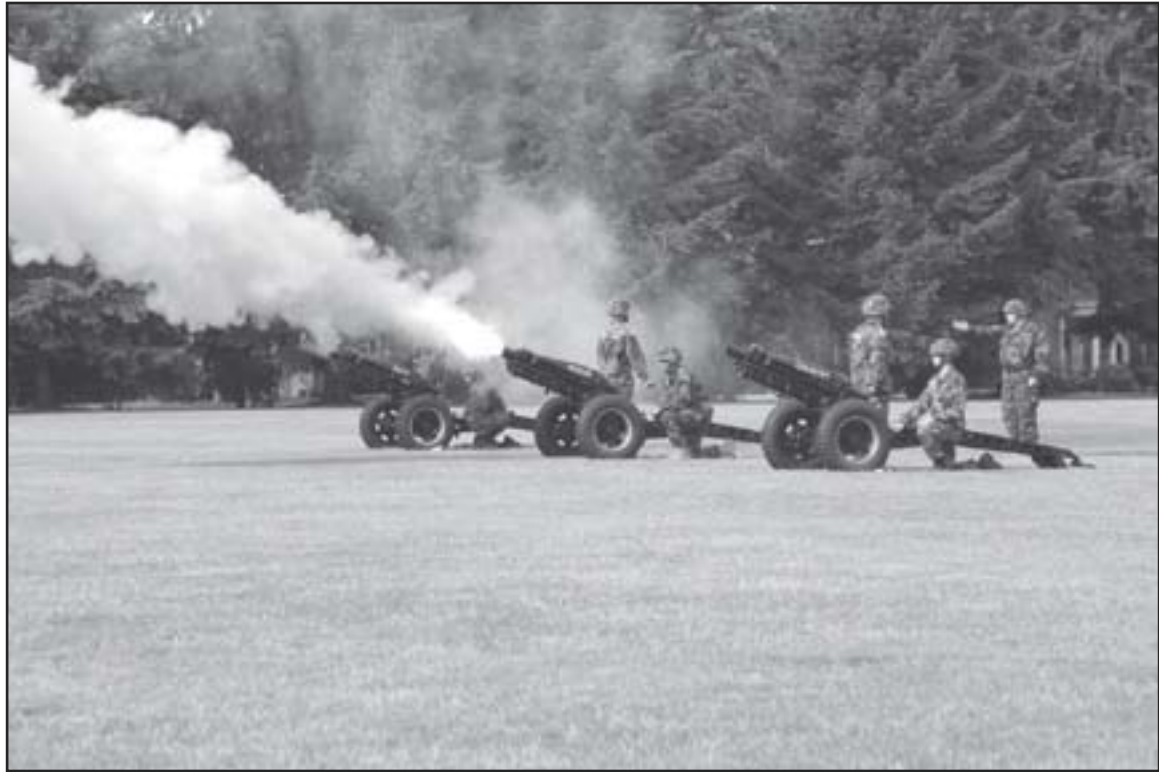


Photo: Maj. Jim Drago



Photo: Jeremy O'Bryan



Photo: Jeremy O'Bryan



REAL LIVE LIEUTENANTS

(serving while we're sleeping.)



Photo: Staff Sgt. Russell Lee Klika

First Lt. Jason Hehl, from 3rd Battalion, 187th Infantry Regiment, 3rd Brigade Combat Team, 101st Airborne Division, provides security for soldiers of the 310th Psychological Operations Company as they talk with shop owners in Samarra, Iraq.



Photo: Staff Sgt. Jacob Bailey

Second Lt. Zack Zilai, B Company, from 4-23 Infantry Regiment, 172nd Stryker Brigade Combat Team, maintains radio contact with Apache helicopters during an aerial traffic control point mission near Tall Afar, Iraq.



Photo: Staff Sgt. Alfred Johnson

First Lt. Leland Case, from the Military Transition Team, 3rd Brigade Combat Team, Contingency Operating Base Speicher, Iraq, stands in a turret of an M1114 armored vehicle during a convoy in the Salah Ad Din province of Iraq.



Photo: Staff Sgt. James Christopher III

First Lt. Andrew Brant and Interpreter "Mack", both from Alpha Company, 2nd Battalion, 1st Infantry Regiment, 172nd Stryker Brigade Combat Team, speak with children during a dismounted patrol in Mosul, Iraq.



Photo: Spec. Teddy Wade

First Lt. Graham Genrich, from B Battery 3-320th Field Artillery, 101st Airborne Division, secures the perimeter with an M-4 rifle during a patrol in Osha City, Tikrit, Iraq.



Up-close combat techniques enhance readiness

By Sgt. Joseph Siemandel
Warrior Forge Public Affairs

Close-range hand-to-hand combat training is on the menu for the second year at Warrior Forge. Combatives, as the training is known, is being implemented Army wide. Here, cadets learn the simple techniques of Level 1 Combatives Training. They get first-hand experience learning and practicing the movements, which helps them become comfortable with the kind of aggressive physical contact found in close combat.

Cadets are equipped with a mouth piece and their

own two hands, they observe demonstrations on the proper way to administer moves such as the cross-collar choke, rear naked choke and escaping the mount. After watching the demonstrators, cadets are partnered up and given the opportunity to practice the moves on each other with the guidance of the combatives committee.

Weeks prior to the first day of cadet combat familiarization, the cadre of the combatives committee received Level 1 combatives certification from Robert Owens and Eric Dahlberg, local jujitsu artists contracted to do the training. This certification provides the knowledge of fighting tactics necessary to teach soldiers at the platoon level.

There are two advanced skill levels of combatives certification. Level 2 certification provides Soldiers with knowledge of advanced techniques previously learned at Level 1, plus trains how to teach Level 1 classes and even act as a referee for combatives tournaments. Level 3 prepares Soldiers to teach Level 2 certification classes, and is a month-long course that emphasizes Combatives integration into standard battle drills.

Modern Army Combatives training began in 1995, when the commander of the 2nd Ranger Battalion, Lt. Col. Stan McChrystal, ordered the implementation of advanced Combatives training for his regiment. While it was a success, the hard-learned lesson was that old techniques of Army hand-to-hand fighting training would not work on today's battlefield, and it was ineffective at teaching the average Soldier at a broad level.

Army Ranger Staff Sgt. Matt Larsen headed a committee to revamp Army combatives training. They started by studying countries that had successful combatives programs like Japan, Thailand and Korea. These countries were successful because their culture emphasizes combatives training at an early age and it is easy to build upon. The only country that had implemented combatives training to an entirely untrained army was Russia. After vigorous research and tweaking of Basic Brazilian Jujitsu as the foundation of Army Combatives, Field Manual 3-25.150, was published as the official guide to Army Combatives.



Photos: Maj. Jim Drago



I AM PHYSICALLY TOUGH



Cadet Marlena Lancaster, 1st Regiment, Central Missouri State University, subdues a role-player during Patrolling Situational Training Exercise.

Photo: Lt. Col. Charlie McGibony